\$27,000,000* CALIFORNIA SCHOOL FINANCE AUTHORITY EDUCATIONAL FACILITY TAXABLE LOAN (PARTNERSHIP TO UPLIFT COMMUNITIES)

SERIES 2022 ITEM #6 - RESOLUTION 22-24 STAFF SUMMARY

EXECUTIVE SUMMARY					
Applicant/Borrower:	Southern California Charter School Properties, LLC	Par Amount Requested:	Not-to-Exceed * \$27,000,000		
	r tax-exempt bonds, maturing in on); 1-year taxable bonds,	Projected Interest Ra Exempt; 5.50% on the			

Applicant Description: Southern California Charter School Properties, LLC, is a California limited liability company, the sole member of which is a California nonprofit public benefit corporation, formed and operating exclusively for charitable and educational purposes by conducting or supporting activities for the benefit, or to carry out the purposes, of Partnerships to Uplift Communities charter schools.

Type of Financing: Education Revenue Refunding Bonds

Project User:	PUC Cals Charter Middle and Early College High School; PUC Community Charter Middle and PUC Community Charter Early College High School; and PUC Lakeview Charter Academy	County Served:	Los Angeles County
District in Which Project is Located:	Los Angeles Unified School District	Charter Authorizer:	Los Angeles Unified School District

Project Description: Refinance Charter School Revenue Bonds, Series 2012A, issued through the CA Municipal Finance Authority. The 2012 Bonds financed two projects: 1) acquisition of land and facilities at 11500 Eldridge Ave in Lake View Terrace and 2) refinance several taxable loans used to acquire land and facilities at 7350 Figueroa St., Los Angeles, CA. Proceeds of the 2012 Bonds also funded a DSRF, a working capital reserve, and costs of issuance.

Project Sites: 1) 11500 Eldridge Ave, Lake View Terrace, CA 91342; 2) 7350 Figueroa St., Los Angeles, CA 90041

Financing Team:			
Bond Counsel:	Orrick, Herrington &		
	Sutcliffe LLP		
Borrower's Counsel	Procopio, Cory,		
	Hargreaves & Savitch		
Issuer's Counsel:	Attorney General's		
	Office		
Underwriter:	RBC Capital Markets		
Underwriter's Counsel:	Kutak Rock		
Financial Advisor:	Buck Financial Advisors		
	LLC		
Issuer:	California School		
	Finance Authority		
Trustee:	Zions Bancorporation,		
	National Association		

Financing Details:				
Type of Issue:	Education Revenue			
	Refunding Bonds			
Tax Status:	Tax-Exempt & Taxable			
Maturity:	August 1, 2052 (Tax-			
	Exempt)			
	August 1, 2023			
	(Taxable)			
Credit	Yes			
Enhancement:	165			
Credit Rating:	BB			
Fees:	See Costs of Issuance			
	Table			

CSFA Analyst: Ryan Storey

Date of CSFA Board Meeting: April 28, 2022 | Resolution Number: 22-24

Staff Recommendation: Staff recommends the California School Finance Authority Board approve Resolution Number 22-24 - Authorizing the issuance of revenue bonds in an amount not to exceed \$27,000,000 to finance and/or refinance the acquisition, construction, expansion, remodeling, renovation, improvement, furnishing and/or equipping of educational facilities located in Los Angeles County for use by Partnerships to Uplift Communities Los Angeles and Partnerships to Uplift Communities Lake View Terrace.

BACKGROUND AND HISTORY

Partnerships to Uplift Communities (PUC) is a charter school network founded in 1999 and that currently operates 14 schools serving over 17,000 students in Northeast Los Angeles and the greater San Fernando Valley, including PUC California Academy for Liberal Studies Charter Middle and Early College High School (CALS), PUC Community Charter Middle and PUC Community Charter Early College High School (Community), and PUC Lakeview Charter Academy (Lakeview). All charters were authorized by Los Angeles Unified School (LAUSD).

Southern California Charter School Properties, LLC (SCCSP) is a California limited liability company, the sole member of which is a California nonprofit public benefit corporation, formed and operating exclusively for charitable and educational purposes by conducting or supporting activities for the benefit, or to carry out the purposes, of Partnerships to Uplift Communities charter schools.

Obligated Schools					
School Full Name	Charter Term*				
PUC California Academy for Liberal Studies Charter Middle and Early College High School	2020-2027				
2.PUC Community Charter Middle and PUC Community Charter Early College High School	2019-2026				
3.PUC Lakeview Charter Academy	2019-2026				

^{* -} Assembly Bill 130 (2021) extends the terms of all charter schools whose terms expire on or between January 1, 2022, and June 30, 2025, inclusive, by two years. These two years have been added as all three school's charter petition expiration date fall within the aforementioned dates.

Current Demographics for the obligated group include:

SCCSP					
Description	CALS (%)	Community (%)	Lakeview (%)		
FRL	93.3%	93.3%	92.9%		
Latinx	93.9%	93.6%	91.3%		
Black	0.7%	1.5%	1.6%		
ELL	11.4%	10.9%	17.4%		
SPED	14.3%	15.3%	13.4%		

Current enrollment projections for the obligated group include:

	Obligated Group Schools								
School	Grades	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26
CALS	6-12	511	527	475	475	475	475	475	475
Community	6-12	788	816	815	815	815	815	815	815
Lakeview	6-8	341	350	318	318	318	318	318	318
Tota	al:	1640	1693	1608	1608	1608	1608	1608	1608

Financial projections for this bond are included as Appendix A. PUC leadership is included as Appendix B.

PROJECT DESCRIPTION

The proceeds of the bond will be used to Refinance PUC's Charter School Revenue Bonds, Series 2012A, issued through the California Municipal Finance Authority (CMFA). The 2012 Bonds financed two projects: 1) acquisition of land and facilities at 11500 Eldridge Ave in Lake View Terrace and 2) refinance several taxable loans used to acquire land and facilities at 7350 Figueroa St., Los Angeles, CA. Proceeds of the 2012 Bonds also funded a DSRF, a working capital reserve, and costs of issuance.

Estimated Bond Proceeds						
Site	Landlord	Location	Purpose	Amount		
Eldridge (Community & Lakeview)	SCCSP	11500 Eldridge Ave, Lake View Terrace, CA	Refinancing	\$14,361,000		
Figueroa (CALS)	SCCSP	7350 Figueroa St., Los Angeles, CA	Refinancing	\$5,185,000		
	Total Es	stimated Project Costs		\$19,546,000		

In 2012, CMFA issued \$26,540,000 in tax-exempt and taxable bonds on behalf of PUC which financed acquisition of land, demolition of pre-existing facilities, construction of new facilities, and cost of issuance/capitalized interest, for school facilities at both the Eldridge and Figueroa sites.

The facilities on the Eldridge site include two (2) building totaling 37,222 square feet with 43 classrooms, 5 science labs, 1 conference room, 2 counseling offices, a college placement center and administrative offices. As mentioned above, Community and Lakeview both operate on the Eldridge Site. The facilities on the Figueroa site include one 39,365 square foot building consisting of 23 classrooms, college center, a lounge, administrative offices and four (4) large restrooms.

FINANCING

The proposed 2022 bonds are anticipated to be structured with roughly level annual debt service payments. The current structure anticipates five to six term bonds over 30 years, with taxable bonds structured in the early maturities. Currently, a 10-year call is anticipated.

Borrower: Southern California Charter School Properties, LLC is a California limited liability company formed, and operating exclusively for charitable and educational purposes by conducting or supporting activities for the benefit, or to carry out the purposes, of Partnership to Uplift Communities which operate CALS, Community, and Lakeview.

Security and Source of Payment: The Bond will be secured by an Gross Pledge on all revenues of the Borrower which consist of lease payments received from the PUC schools, cross-collateralized; Fee simple Mortgage on owned real estate financed with the 2012 Bonds, Leasehold Mortgage on leased real estate of the Obligated Group, and Debt Service Reserve Fund. The lease with Lessee will be subject to Intercept. Lessee is required under the lease to maintain certain financial covenants. As additional security, and in connection with the issuance of the Bond, PUC will provide instructions to the State Controller's Office to make an apportionment with respect to CALS, Community, and Lakeview in the amounts, and on the dates provided, in a written notice sufficient in the aggregate to repay the Bond and pay necessary and incidental costs (Intercept). Funds received by the Lender pursuant to such Intercept will be applied solely for payment of debt service on the Bond. Under the laws of the State of California, no party, including any Landlord, the Lessee, or any of their respective creditors will have any claim to the money apportioned or to be apportioned to the Lender by the State Controller's Office pursuant to the Intercept.

Preliminary Sources and Uses and Preliminary Costs of Issuance: Below are the preliminary estimated sources and uses, and detailed information about the expected costs of issuance for board consideration. Please note these figures are subject to change between the time the Board packets are distributed and the time the Board meets, and are further subject to final pricing. Members will be provided updated figures should significant changes occur before the Board meeting date.

Sources and Uses

Sources:	Series 2022A Tax- Exempt Bond	Series 2022B Taxable Bond	Total
Bond Proceeds:	•		
Par Amount	\$20,965,000.00	\$245,000.00	\$21,210,000.00
Premium	\$ 898,856.85	\$0.00	\$898,856.85
Equity Contribution	\$4,090,000.00	\$0.00	\$4,090,000.00
Total:	\$25,953,850.00	\$245,000.00	\$26,198,850.00
Uses:	Series 2022A Tax- Exempt Bond	Series 2022B Taxable Bond	Total
Project Fund Deposits:			
Refunding Escrow Deposits	\$24,121,000.00	\$0.00	\$24,121,000.00
Other Fund Deposits:			
Debt Service Reserve Fund	\$1,366,570.00	\$0.00	\$1,366,570.00
Delivery Date Expenses:			
Cost of Issuance	\$205,000.00	\$250,000.00	\$450,000.00
Underwriter's Discount	\$250,788.00	\$0.00	\$250,788.00
<u>Total</u>	<u>\$455,788.00</u>	<u>\$250,000.00</u>	<u>\$700,788.00</u>
Total:	\$25,953,850.00	\$245,000.00	\$26,198,850.00

Total Costs of Issuance*

Expense	Amount
Issuer Fee	\$21,000
Annual Admin Fee	\$500
Agent-for-Sale Fee	\$8,000
CDLAC Fee	\$5,000
Issuer's Counsel Fee	\$5,000
Financial Advisor Fee	\$55,000
Bond Counsel Fee	\$80,000
Borrower's Counsel Fee	\$50,000
Underwriter's/Disclosure Counsel Fee	\$80,000
Rating Agency Fee	\$60,000
Trustee Fee	\$8,000
Trustee's Counsel Fee	\$2,000
Financial Printer Fee	\$4,000
Underwriter Fee	\$220,788
Title Insurance Fee	\$80,000
Contingency	\$20,000
Application Fee	\$1,500
Total	\$700,788.00

^{*}Estimates based on a not-to-exceed Par Amount of \$27,000,000.

Bond Rating: PUC is in the process of obtaining a rating from S&P on the Series 2022 Bonds. PUC's outstanding Series 2012 bonds issued through CMFA and Series 2014 bonds issued through the Authority both carry BB ratings from S&P with outlook deemed stable.

Credit Enhancement: There will be a not-to-exceed \$2,000,000 credit enhancement award applications for this financing that will be before the CSFA Board as subsequent agenda items at the March 30, 2022 meeting. If approved, the enhancement awards will fund no greater than \$2,000,000 of the financing's debt service reserve fund.

SALES RESTRICTIONS

The following sales restrictions will apply to the financing given the expected below-investment grade rating. The Authority's sales restrictions may be viewed at:

http://treasurer.ca.gov/csfa/financings/guidelines.pdf.

- 1) Bonds will be in minimum denominations of \$250,000;
- 2) Bonds will be privately placed or publicly offered initially to Qualified Institutional Buyers (QIBs) and Accredited Investors (Als).
- 3) Initial Bond purchasers will be required to execute an Investor Letter;
- 4) Subsequent transfers of Bonds will be limited to QIBs and Als;
- 5) Sales restrictions will be conspicuously noted on bond and described in detail in offering materials, if any, as well as in the bond documents;
- 6) One or more of the following will be required depending on the transaction, as requested by the financing team and approved by the Authority:
 - a) Traveling Investor Letter; or

- b) Higher minimum denominations of \$250,000; or
- c) Physical Delivery; or
- d) Limited initial sale to QIBs, with subsequent transfers limited to QIBs as well; or
- e) Other investor protection measures
- 7) Bond payments will be made via the intercept mechanism outlined in Section 17199.4 of the Education Code.

OTHER PROJECT DATA

Tax Equity and Fiscal Responsibility Act (TEFRA): The TEFRA Notice was published on the CSFA Webpage on April 20, 2021. The TEFRA hearing will take place on Thursday, April 28, 2021. Staff does not anticipate any comments but will provide an update to the Board if any are received.

Due Diligence Undertaken to Date: The financial, operating and other information concerning the Borrower, the Project and related matters presented in this Staff Summary was provided by the Borrower, Lessee, and Underwriter. The analysis contained herein was prepared by Authority Staff for the limited purpose of determining financial feasibility pursuant to Section 17183.5 of the CSFA Act and providing the Authority Board with information concerning certain aspects of the Project. The review undertaken by Authority staff, the recommendation of Authority Staff to the Authority Board to approve the financing, or any approval by the Authority Board are not intended to, and did not, include all of the due diligence activities and other investigations necessary or desirable for the purpose of making an investment decision relating to the making of the financing by the Lender, and should not be relied on by any party for such purpose.

Borrower Financial Data: The Borrower is a California Limited Liability Company (LLC) formed as a support organization for charter schools formed and controlled by PUC, its sole member (the Sole Member). The Sole Member has received a determination letter from the Internal Revenue Service recognizing it as an entity described in Section 501(c)(3) of the Code.

The LLC is a single purpose entity with no assets other than the applicable Facility and its rights under the Lease, which will be assigned to the Trustee. The LLC was formed for the purpose of owning facilities and is not expected to have any other assets or revenue available to it to make payments due under the Loan Agreement.

STAFF RECOMMENDATION

Staff recommends the California School Finance Authority Board approve Resolution Number 22-24 - Authorizing the issuance of revenue bonds in an amount not to exceed \$27,000,000 to finance and/or refinance the acquisition, construction, expansion, remodeling, renovation, improvement, furnishing and/or equipping of educational facilities located in Los Angeles County for use by Partnerships to Uplift Communities Lake View Terrace.

- 1. **Applicant / Borrower:** Southern California Charter School Properties, LLC, a California limited liability company,.
- 2. **Project:** Refinance Outstanding Bonds
- 3. Amount of Financing: Not -to- exceed \$27,000,000
- 4. **Maturity:** August 1, 2052
- 5. Repayment/Security: Intercept of Lease Payments and Deed of Trust on Real Property
- 6. Interest Rate: 5.00% on tax-exempt bonds and 5.50% on taxable bonds
- 7. **Fees:** \$700,788* is the total Costs of Issuance
- 8. **Not an Unconditional Commitment:** The CSFA resolution shall not be construed as unconditional commitment to finance the Project, but rather CSFA's approval pursuant to the resolution conditioned upon entry by CSFA and the Borrower into a loan agreement, in form and substance satisfactory to CSFA and its counsel.
- 9. **Limited Time:** The Board's approval expires 12 months from the date of its adoption. Thus, CSFA must enter into the loan agreement no later than 12 months from such date. Once the approval has expired, the item must return to the Board for new approval.

APPENDIX A: ESTIMATED BUDGET AND ENROLLMENT (PROJECTED)

Fis	ns							
1 10	scal Year Ended June 30	2021	2022	2023	2024	2025	2026	2027
		Audited Actuals	Board Approved Revised Budget	Proposed Budget	Projected	Projected	Projected	Projected
Assumed Gene	ral Expense Inflation Rate			5.9%	3.6%	3.6%	3.6%	3.6%
PUC Cals Char	ter Middle and Early College High School	475	475	475	475	475	475	475
PUC Communit	ty Charter Middle and PUC Community Charter Early	815	815	815	815	815	815	815
PUC Lakeview (Charter Academy	318	318	318	318	318	318	318
Total Enrollmen	nt	1608	1608	1608	1608	1608	1608	1608
Assumed ADA -	High School	95%	95%	95%	95%	95%	95%	95%
Assumed ADA -	Middle School	97%	97%	97%	97%	97%	97%	97%
	Per Pupil Revenues1							
PUC Cals Char	ter Middle and Early College High School	\$11,770	\$12,843	\$13,170	\$13,580	\$14,061	\$14,061	\$14,06
PUC Communit	ty Charter Middle and PUC Community Charter High	\$11,718	\$12,850	\$13,204	\$13,614	\$14,097	\$14,097	\$14,09
PUC Lakeview (Charter Middle School	\$10,580	\$10,588	\$11,539	\$11,873	\$12,243	\$12,675	\$12,67
Revenues								
State Revenues								
LCFF Entitlem	ent	10,023,489	7,005,933	7,419,283	7,686,377	7,966,161	8,205,146	8,500,53
Education Pro	tection Account	3,803,343	3,917,443	4,034,967	4,156,016	4,280,696	4,409,117	4,541,39
Special Educa	ation Entitlement	1,102,932	1,136,020	1,170,101	1,205,204	1,241,360	1,278,600	1,316,95
Lottery		417,080	429,592	442,480	455,755	469,427	483,510	498,01
SB 740 - Facili	ities Lease Reimbursement	1,290,405	1,329,117	1,368,991	1,410,060	1,452,362	1,495,933	1,540,81
Other State Re	evenues	7,108,144	7,321,388	7,541,030	7,767,261	8,000,279	8,240,287	8,487,49
	Sub-Total State Revenues	\$ 23,745,393	\$ 21,139,494	\$ 21,976,851	\$ 22,680,672	\$ 23,410,285	\$ 24,112,593	\$ 24,885,202
Federal Revenu	ies							
Fe	deral Title Revenues	781,974	789,794	797,692	805,669	813,725	821,863	830,08
For	od Service/Nutrition	330,882	337,500	344,250	351,135	358,157	365,320	372,62
Sp	ecial Education	329,076	335,658	342,371	349,218	356,202	363,326	370,59
	SSER Funds	4,491,946	343,777	0	0	0	0	
	Sub-Total Federal Revenues	. C E 022 070			A	A . ====		
		i φ 0,933,070	\$ 1,806,728	\$ 1,484,312	\$ 1,506,021	\$ 1,528,085	\$ 1,550,509	\$1,573,301
Local Revenues		i φ 5,933,676	\$ 1,806,728	\$ 1,484,312	\$ 1,506,021	\$ 1,528,085	\$ 1,550,509	\$ 1,573,301
	5							
Fu	s ndraising Revenue	22,085	120,347	123,957	127,676	131,506	135,452	139,51
Fu	s ndraising Revenue her Local Revenue	22,085 347,998	120,347 120,347	123,957 123,957	127,676 127,676	131,506 131,506	135,452 135,452	139,51 139,51
Fui Oth	s ndraising Revenue her Local Revenue Sub-Total Local Revenues	22,085 347,998 : \$ 370,083	120,347 120,347 \$ 240,694	123,957 123,957 \$ 247,915	127,676 127,676 \$ 255,352	131,506 131,506 \$ 263,013	135,452 135,452 \$ 270,903	139,51: 139,51: \$ 279,030
Fu	s ndraising Revenue her Local Revenue Sub-Total Local Revenues UES	22,085 347,998	120,347 120,347	123,957 123,957 \$ 247,915	127,676 127,676	131,506 131,506	135,452 135,452	139,51: 139,51: \$ 279,030
GROSS REVENU	ndraising Revenue her Local Revenue Sub-Total Local Revenues UES Operating Expenses	22,085 347,998 \$ \$70,083 \$ 30,049,354	120,347 120,347 \$ 240,694 \$ 23,186,916	123,957 123,957 \$ 247,915 \$ 23,709,077	127,676 127,676 \$ 255,352 \$ 24,442,045	131,506 131,506 \$ 263,013 \$ 25,201,383	135,452 135,452 \$ 270,903 \$ 25,934,006	139,51 139,51 \$ 279,030 \$ 26,737,53
GROSS REVENU	ndraising Revenue her Local Revenue Sub-Total Local Revenues UES Operating Expenses ructional Salaries and Bonuses	22,085 347,998 \$ \$70,083 \$ 30,049,354 6,435,014	120,347 120,347 \$ 240,694 \$ 23,186,916 6,628,064	123,957 123,957 \$ 247,915 \$ 23,709,077 7,092,029	127,676 127,676 \$ 255,352 \$ 24,442,045 7,304,790	131,506 131,506 \$ 263,013 \$ 25,201,383 7,523,933	135,452 135,452 \$ 270,903 \$ 25,934,006 7,749,651	139,51 139,51 \$ 279,030 \$ 26,737,53 7,982,14
GROSS REVENU	ndraising Revenue her Local Revenue Sub-Total Local Revenues UES Operating Expenses ructional Salaries and Bonuses inistrative and Support Salaries	22,085 347,998 \$ \$70,083 \$ 30,049,354 6,435,014 1,770,634	120,347 120,347 \$ 240,694 \$ 23,186,916 6,628,064 1,859,166	123,957 123,957 \$ 247,915 \$ 23,709,077 7,092,029 2,045,082	127,676 127,676 \$ 255,352 \$ 24,442,045 7,304,790 2,106,435	131,506 131,506 \$ 263,013 \$ 25,201,383 7,523,933 2,169,628	135,452 135,452 \$ 270,903 \$ 25,934,006 7,749,651 2,234,717	139,51 139,51 \$ 279,030 \$ 26,737,53 7,982,14 2,301,75
GROSS REVENU	ndraising Revenue her Local Revenue Sub-Total Local Revenues UES Operating Expenses ructional Salaries and Bonuses rinistrative and Support Salaries er Certificated	22,085 347,998 \$ \$370,083 \$ 30,049,354 6,435,014 1,770,634 342,870	120,347 120,347 \$ 240,694 \$ 23,186,916 6,628,064 1,859,166 353,156	123,957 123,957 \$ 247,915 \$ 23,709,077 7,092,029 2,045,082 377,877	127,676 127,676 \$ 255,352 \$ 24,442,045 7,304,790 2,106,435 389,213	131,506 131,506 \$ 263,013 \$ 25,201,383 7,523,933 2,169,628 400,890	135,452 135,452 \$ 270,903 \$ 25,934,006 7,749,651 2,234,717 412,916	139,51 139,51 \$ 279,030 \$ 26,737,53 7,982,14 2,301,75 425,30
GROSS REVENU	ndraising Revenue her Local Revenue Sub-Total Local Revenues Sub-Total Local Revenues Sub-Total Local Revenues Expenses Functional Salaries and Bonuses Functional Salaries and Support Salaries For Certificated Salaries	22,085 347,998 \$ \$70,083 \$ 30,049,354 6,435,014 1,770,634 342,870 2,508,906	120,347 120,347 \$ 240,694 \$ 23,186,916 6,628,064 1,859,166 353,156 2,584,173	123,957 123,957 \$ 247,915 \$ 23,709,077 7,092,029 2,045,082 377,877 2,713,382	127,676 127,676 \$ 255,352 \$ 24,442,045 7,304,790 2,106,435 389,213 2,794,783	131,506 131,506 \$ 263,013 \$ 25,201,383 7,523,933 2,169,628 400,890 2,878,627	135,452 135,452 \$ 270,903 \$ 25,934,006 7,749,651 2,234,717 412,916 2,964,986	139,51: 139,51: \$ 279,030 \$ 26,737,53 7,982,14 2,301,75: 425,30: 3,053,93:
GROSS REVENU	ndraising Revenue Sub-Total Local Revenue Sub-Total Local Revenues	22,085 347,998 \$ \$70,083 \$ 30,049,354 6,435,014 1,770,634 342,870 2,508,906 2,884,108	120,347 120,347 \$ 240,694 \$ 23,186,916 6,628,064 1,859,166 353,156 2,584,173 2,970,631	123,957 123,957 \$ 247,915 \$ 23,709,077 7,092,029 2,045,082 377,877 2,713,382 3,119,163	127,676 127,676 \$ 255,352 \$ 24,442,045 7,304,790 2,106,435 389,213 2,794,783 3,275,121	131,506 131,506 \$ 263,013 \$ 25,201,383 7,523,933 2,169,628 400,890 2,878,627 3,438,877	135,452 135,452 \$ 270,903 \$ 25,934,006 7,749,651 2,234,717 412,916 2,964,986 3,610,821	139,51: 139,51: \$ 279,030 \$ 26,737,53 7,982,14 2,301,75: 425,30 3,053,93: 3,791,36:
GROSS REVENU	ndraising Revenue Sub-Total Local Revenue Sub-Total Local Revenues	22,085 347,998 \$ \$370,083 \$ 30,049,354 6,435,014 1,770,634 342,870 2,508,906 2,884,108 1,773,240	120,347 120,347 \$ 240,694 \$ 23,186,916 6,628,064 1,859,166 353,156 2,584,173 2,970,631 1,950,564	123,957 123,957 \$ 247,915 \$ 23,709,077 7,092,029 2,045,082 377,877 2,713,382 3,119,163 2,048,092	127,676 127,676 \$ 255,352 \$ 24,442,045 7,304,790 2,106,435 389,213 2,794,783 3,275,121 2,150,497	131,506 131,506 \$ 263,013 \$ 25,201,383 7,523,933 2,169,628 400,890 2,878,627 3,438,877 2,258,022	135,452 135,452 \$ 270,903 \$ 25,934,006 7,749,651 2,234,717 412,916 2,964,986 3,610,821 2,370,923	139,51: 139,51: \$ 279,030 \$ 26,737,53 7,982,14 2,301,75: 425,30 3,053,93: 3,791,36: 2,489,46:
GROSS REVENU Instr Adm Othe Clas Bene Bool	ndraising Revenue Sub-Total Local Revenue Sub-Total Local Revenues	22,085 347,998 \$ 370,083 \$ 30,049,354 6,435,014 1,770,634 342,870 2,508,906 2,884,108 1,773,240 375,372	120,347 120,347 \$ 240,694 \$ 23,186,916 6,628,064 1,859,166 353,156 2,584,173 2,970,631 1,950,564 394,141	123,957 123,957 \$ 247,915 \$ 23,709,077 7,092,029 2,045,082 377,877 2,713,382 3,119,163 2,048,092 413,848	127,676 127,676 \$ 255,352 \$ 24,442,045 7,304,790 2,106,435 389,213 2,794,783 3,275,121 2,150,497 434,540	131,506 131,506 \$ 263,013 \$ 25,201,383 7,523,933 2,169,628 400,890 2,878,627 3,438,877 2,258,022 456,267	135,452 135,452 \$ 270,903 \$ 25,934,006 7,749,651 2,234,717 412,916 2,964,986 3,610,821 2,370,923 479,080	139,51: 139,51: \$ 279,030 \$ 26,737,53 7,982,14 2,301,75: 425,30 3,053,93: 3,791,36: 2,489,46: 503,03:
GROSS REVENU Instr Adm Othe Clas Bene Bool Food	Sub-Total Local Revenue Sub-Total Local Revenue Sub-Total Local Revenues Sub-Total Local Reve	22,085 347,998 \$ 370,083 \$ 30,049,354 6,435,014 1,770,634 342,870 2,508,906 2,884,108 1,773,240 375,372 324,292	120,347 120,347 \$ 240,694 \$ 23,186,916 6,628,064 1,859,166 353,156 2,584,173 2,970,631 1,950,564 394,141 356,721	123,957 123,957 \$ 247,915 \$ 23,709,077 7,092,029 2,045,082 377,877 2,713,382 3,119,163 2,048,092 413,848 392,393	127,676 127,676 \$ 255,352 \$ 24,442,045 7,304,790 2,106,435 389,213 2,794,783 3,275,121 2,150,497 434,540 431,633	131,506 131,506 \$ 263,013 \$ 25,201,383 7,523,933 2,169,628 400,890 2,878,627 3,438,877 2,258,022 456,267 474,796	135,452 135,452 \$ 270,903 \$ 25,934,006 7,749,651 2,234,717 412,916 2,964,986 3,610,821 2,370,923 479,080 522,276	139,51: 139,51: \$ 279,030 \$ 26,737,53 7,982,14 2,301,75: 425,30 3,053,93: 3,791,36: 503,03: 574,50:
GROSS REVENUE Instr Adm Othe Clas Bene Bool Food Insu Utilit	s andraising Revenue Sub-Total Local Revenue Sub-Total Local Revenues Sub-Total Local Revenue	22,085 347,998 \$ 370,083 \$ 30,049,354 6,435,014 1,770,634 342,870 2,508,906 2,884,108 1,773,240 375,372 324,292 338,989	120,347 120,347 \$ 240,694 \$ 23,186,916 6,628,064 1,859,166 353,156 2,584,173 2,970,631 1,950,564 394,141 356,721 372,888	123,957 123,957 \$ 247,915 \$ 23,709,077 7,092,029 2,045,082 377,877 2,713,382 3,119,163 2,048,092 413,848 392,393 410,177	127,676 127,676 \$ 255,352 \$ 24,442,045 7,304,790 2,106,435 389,213 2,794,783 3,275,121 2,150,497 434,540 431,633 451,194	131,506 131,506 \$ 263,013 \$ 25,201,383 7,523,933 2,169,628 400,890 2,878,627 3,438,877 2,258,022 456,267 474,796 496,314	135,452 135,452 \$ 270,903 \$ 25,934,006 7,749,651 2,234,717 412,916 2,964,986 3,610,821 2,370,923 479,080 522,276 545,945	139,51: 139,51: \$ 279,030 \$ 26,737,53 7,982,14 2,301,75: 425,30 3,053,93: 3,791,36: 503,03: 574,50: 600,54
GROSS REVENUE Instr Adm Othe Clas Bene Bool Food Insu Utilit Speci	ndraising Revenue Sub-Total Local Revenue Sub-Total Local Revenues	22,085 347,998 \$ 370,083 \$ 30,049,354 6,435,014 1,770,634 342,870 2,508,906 2,884,108 1,773,240 375,372 324,292 338,989 162,985	120,347 120,347 \$ 240,694 \$ 23,186,916 6,628,064 1,859,166 353,156 2,584,173 2,970,631 1,950,564 394,141 356,721 372,888 187,683	123,957 123,957 \$ 247,915 \$ 23,709,077 7,092,029 2,045,082 377,877 2,713,382 3,119,163 2,048,092 413,848 392,393 410,177 216,624	127,676 127,676 \$ 255,352 \$ 24,442,045 7,304,790 2,106,435 389,213 2,794,783 3,275,121 2,150,497 434,540 431,633 451,194 244,686	131,506 131,506 \$ 263,013 \$ 25,201,383 7,523,933 2,169,628 400,890 2,878,627 3,438,877 2,258,022 456,267 474,796 496,314 252,026	135,452 135,452 \$ 270,903 \$ 25,934,006 7,749,651 2,234,717 412,916 2,964,986 3,610,821 2,370,923 479,080 522,276 545,945 259,587	139,51: 139,51: \$ 279,030 \$ 26,737,53 7,982,14 2,301,75: 425,30: 3,053,93: 3,791,36: 503,03: 574,50: 600,54: 259,58
GROSS REVENUE Instr Adm Othe Class Bene Bool Food Insu Utilit Spec Build	Sub-Total Local Revenue Sub-Total Local Revenue Sub-Total Local Revenues Sub-Total Local Reve	22,085 347,998 \$ 370,083 \$ 30,049,354 6,435,014 1,770,634 342,870 2,508,906 2,884,108 1,773,240 375,372 324,292 338,989 162,985 55,704	120,347 120,347 \$ 240,694 \$ 23,186,916 6,628,064 1,859,166 353,156 2,584,173 2,970,631 1,950,564 394,141 356,721 372,888 187,683 63,000	123,957 123,957 \$ 247,915 \$ 23,709,077 7,092,029 2,045,082 377,877 2,713,382 3,119,163 2,048,092 413,848 392,393 410,177 216,624 65,000	127,676 127,676 \$ 255,352 \$ 24,442,045 7,304,790 2,106,435 389,213 2,794,783 3,275,121 2,150,497 434,540 431,633 451,194 244,686 66,950	131,506 131,506 \$ 263,013 \$ 25,201,383 7,523,933 2,169,628 400,890 2,878,627 3,438,877 2,258,022 456,267 474,796 496,314 252,026 68,959	135,452 135,452 \$ 270,903 \$ 25,934,006 7,749,651 2,234,717 412,916 2,964,986 3,610,821 2,370,923 479,080 522,276 545,945 259,587 71,027	139,51: 139,51: \$ 279,030 \$ 26,737,53 7,982,14 2,301,75: 425,30: 3,053,93: 3,791,36: 503,03: 574,50: 600,54: 259,58 71,02
GROSS REVENUE Instr Adm Othe Clas Bene Bool Food Insu Utilit Spec Build Cons	Sub-Total Local Revenue Sub-Total Local Revenue Sub-Total Local Revenues Functional Salaries and Bonuses Functional Salaries and Bonuses Functional Salaries Functional Salaries Functional Sub-Total Local Revenues Sub-T	22,085 347,998 \$ 370,083 \$ 30,049,354 6,435,014 1,770,634 342,870 2,508,906 2,884,108 1,773,240 375,372 324,292 338,989 162,985 55,704 207,685	120,347 120,347 \$ 240,694 \$ 23,186,916 6,628,064 1,859,166 353,156 2,584,173 2,970,631 1,950,564 394,141 356,721 372,888 187,683 63,000 126,400	123,957 123,957 \$ 247,915 \$ 23,709,077 7,092,029 2,045,082 377,877 2,713,382 3,119,163 2,048,092 413,848 392,393 410,177 216,624 65,000 130,192	127,676 127,676 \$ 255,352 \$ 24,442,045 7,304,790 2,106,435 389,213 2,794,783 3,275,121 2,150,497 434,540 431,633 451,194 244,686 66,950 134,098	131,506 131,506 \$ 263,013 \$ 25,201,383 7,523,933 2,169,628 400,890 2,878,627 3,438,877 2,258,022 456,267 474,796 496,314 252,026 68,959 138,121	135,452 135,452 \$ 270,903 \$ 25,934,006 7,749,651 2,234,717 412,916 2,964,986 3,610,821 2,370,923 479,080 522,276 545,945 259,587 71,027 142,264	139,51: 139,51: \$ 279,030 \$ 26,737,53 7,982,14 2,301,75: 425,30: 3,053,93: 3,791,36: 503,03: 574,50: 600,54! 259,58 71,02 142,26:
GROSS REVENUE Instr Adm Othe Clas Bene Bool Food Insu Utilit Spec Build Con: Auth	Sub-Total Local Revenue Sub-Total Local Revenue Sub-Total Local Revenues Functional Salaries and Bonuses Initiative and Support Salaries Functional Salaries and Support Salaries Functional Salaries Functional Sub-Total Local Revenues Sub-Total	22,085 347,998 \$ 370,083 \$ 30,049,354 6,435,014 1,770,634 342,870 2,508,906 2,884,108 1,773,240 375,372 324,292 338,989 162,985 55,704 207,685 100,539	120,347 120,347 \$ 240,694 \$ 23,186,916 6,628,064 1,859,166 353,156 2,584,173 2,970,631 1,950,564 394,141 356,721 372,888 187,683 63,000 126,400 120,005	123,957 123,957 \$ 247,915 \$ 23,709,077 7,092,029 2,045,082 377,877 2,713,382 3,119,163 2,048,092 413,848 392,393 410,177 216,624 65,000 130,192 107,402	127,676 127,676 127,676 \$ 255,352 \$ 24,442,045 7,304,790 2,106,435 389,213 2,794,783 3,275,121 2,150,497 434,540 431,633 451,194 244,686 66,950 134,098 123,340	131,506 131,506 \$263,013 \$25,201,383 7,523,933 2,169,628 400,890 2,878,627 3,438,877 2,258,022 456,267 474,796 496,314 252,026 68,959 138,121 128,599	135,452 135,452 \$270,903 \$25,934,006 7,749,651 2,234,717 412,916 2,964,986 3,610,821 2,370,923 479,080 522,276 545,945 259,587 71,027 142,264 133,852	139,51 139,51 \$ 279,030 \$ 26,737,53 7,982,14 2,301,75 425,30 3,053,93 3,791,36 503,03 574,50 600,54 259,58 71,02 142,26 133,85
GROSS REVENUE Instr Adm Othe Clas Bene Bool Food Insu Utilit Spec Build Con: Auth	Indiaising Revenue Sub-Total Local Revenues Sub-Total Local Revenues Sub-Total Local Revenues Sub-Total Local Revenues Operating Expenses Functional Salaries and Bonuses Initiatrative and Support Salaries For Certificated Is sified Salaries Is seffits It seff	22,085 347,998 \$370,083 \$30,049,354 6,435,014 1,770,634 342,870 2,508,906 2,884,108 1,773,240 375,372 324,292 338,989 162,985 55,704 207,685 100,539 145,049	120,347 120,347 \$ 240,694 \$ 23,186,916 6,628,064 1,859,166 353,156 2,584,173 2,970,631 1,950,564 394,141 356,721 372,888 187,683 63,000 126,400 120,005 62,000	123,957 123,957 \$247,915 \$23,709,077 7,092,029 2,045,082 377,877 2,713,382 3,119,163 2,048,092 413,848 392,393 410,177 216,624 65,000 130,192 107,402 71,560	127,676 127,676 127,676 \$ 255,352 \$ 24,442,045 7,304,790 2,106,435 389,213 2,794,783 3,275,121 2,150,497 434,540 431,633 451,194 244,686 66,950 134,098 123,340 80,830	131,506 131,506 \$263,013 \$25,201,383 7,523,933 2,169,628 400,890 2,878,627 3,438,877 2,258,022 456,267 474,796 496,314 252,026 68,959 138,121 128,599 83255	135,452 135,452 \$270,903 \$25,934,006 7,749,651 2,234,717 412,916 2,964,986 3,610,821 2,370,923 479,080 522,276 545,945 259,587 71,027 142,264 133,852 85753	139,51: 139,51: \$ 279,030 \$ 26,737,53 7,982,14 2,301,75: 425,30: 3,053,93: 3,791,36: 503,03: 574,50: 600,54: 259,58: 71,02: 142,26: 133,85: 8575:
GROSS REVENUE Instr Adm Othe Clas Bene Bool Food Insu Utilit Spec Build Con: Auth	Indicated Salaries Indica	22,085 347,998 \$370,083 \$30,049,354 6,435,014 1,770,634 342,870 2,508,906 2,884,108 1,773,240 375,372 324,292 338,989 162,985 55,704 207,685 100,539 145,049 3,736,050	120,347 120,347 \$ 240,694 \$ 23,186,916 6,628,064 1,859,166 353,156 2,584,173 2,970,631 1,950,564 394,141 356,721 372,888 187,683 63,000 126,400 120,005 62,000 343	123,957 123,957 \$247,915 \$23,709,077 7,092,029 2,045,082 377,877 2,713,382 3,119,163 2,048,092 413,848 392,393 410,177 216,624 65,000 130,192 107,402 71,560 353	127,676 127,676 127,676 \$ 255,352 \$ 24,442,045 7,304,790 2,106,435 389,213 2,794,783 3,275,121 2,150,497 434,540 431,633 451,194 244,686 66,950 134,098 123,340 80,830 364	131,506 131,506 \$263,013 \$25,201,383 7,523,933 2,169,628 400,890 2,878,627 3,438,877 2,258,022 456,267 474,796 496,314 252,026 68,959 138,121 128,599 83255 375	135,452 135,452 \$270,903 \$25,934,006 7,749,651 2,234,717 412,916 2,964,986 3,610,821 2,370,923 479,080 522,276 545,945 259,587 71,027 142,264 133,852 85753 386	139,51 139,51 \$ 279,030 \$ 26,737,53 7,982,14 2,301,75 425,30 3,053,93 3,791,36 503,03 574,50 600,54 259,58 71,02 142,26 133,85 8575
GROSS REVENU Instr Adm Othe Clas Bend Bool Food Insu Utilit Spec Build Con: Auth	Indication of the control of the con	22,085 347,998 \$370,083 \$30,049,354 6,435,014 1,770,634 342,870 2,508,906 2,884,108 1,773,240 375,372 324,292 338,989 162,985 55,704 207,685 100,539 145,049 3,736,050 21,161,437	120,347 120,347 \$240,694 \$23,186,916 6,628,064 1,859,166 353,156 2,584,173 2,970,631 1,950,564 394,141 356,721 372,888 187,683 63,000 126,400 120,005 62,000 343 18,028,935	123,957 123,957 \$247,915 \$23,709,077 7,092,029 2,045,082 377,877 2,713,382 3,119,163 2,048,092 413,848 392,393 410,177 216,624 65,000 130,192 107,402 71,560 353 19,203,174	127,676 127,676 127,676 \$ 255,352 \$ 24,442,045 7,304,790 2,106,435 389,213 2,794,783 3,275,121 2,150,497 434,540 431,633 451,194 244,686 66,950 134,098 123,340 80,830 364 19,988,474	131,506 131,506 \$263,013 \$25,201,383 7,523,933 2,169,628 400,890 2,878,627 3,438,877 2,258,022 456,267 474,796 496,314 252,026 68,959 138,121 128,599 83255 375 20,768,688	135,452 135,452 \$270,903 \$25,934,006 7,749,651 2,234,717 412,916 2,964,986 3,610,821 2,370,923 479,080 522,276 545,945 259,587 71,027 142,264 133,852 85753 386 21,584,184	139,51 139,51 139,51 \$ 279,030 \$ 26,737,53 7,982,14 2,301,75 425,30 3,053,93 3,791,36 503,03 574,50 600,54 259,58 71,02 142,26 133,85 8575 39 22,414,92
GROSS REVENU Instr Adm Othe Clas Bend Bool Food Insu Utilit Spec Build Cons Auth Equi Othe	Indication of Revenue Sub-Total Local Revenues Sub-Total Local Revenues Sub-Total Local Revenues UES Operating Expenses ructional Salaries and Bonuses rinistrative and Support Salaries er Certificated sified Salaries efits ks & Supplies d Service/Nutrition rrance ties & Housekeeping2 cial Ed Fair Share ding Maintenance & Repairs sultants rorizer Expenses4 ipment Leases er Expenses TOTAL OPERATING EXPENSES Revenues Available for Facility Expense	22,085 347,998 \$370,083 \$30,049,354 6,435,014 1,770,634 342,870 2,508,906 2,884,108 1,773,240 375,372 324,292 338,989 162,985 55,704 207,685 100,539 145,049 3,736,050 21,161,437 8,887,917	120,347 120,347 \$ 240,694 \$ 23,186,916 6,628,064 1,859,166 353,156 2,584,173 2,970,631 1,950,564 394,141 356,721 372,888 187,683 63,000 126,400 120,005 62,000 343 18,028,935 5,157,980	123,957 123,957 123,957 \$ 247,915 \$ 23,709,077 7,092,029 2,045,082 377,877 2,713,382 3,119,163 2,048,092 413,848 392,393 410,177 216,624 65,000 130,192 107,402 71,560 353 19,203,174 4,505,903	127,676 127,676 127,676 \$ 255,352 \$ 24,442,045 7,304,790 2,106,435 389,213 2,794,783 3,275,121 2,150,497 434,540 431,633 451,194 244,686 66,950 134,098 123,340 80,830 364 19,988,474 4,453,572	131,506 131,506 \$263,013 \$25,201,383 7,523,933 2,169,628 400,890 2,878,627 3,438,877 2,258,022 456,267 474,796 496,314 252,026 68,959 138,121 128,599 83255 375 20,768,688 4,432,695	135,452 135,452 \$270,903 \$25,934,006 7,749,651 2,234,717 412,916 2,964,986 3,610,821 2,370,923 479,080 522,276 545,945 259,587 71,027 142,264 133,852 85753 386 21,584,184 4,349,822	139,51 139,51 139,51 \$ 279,030 \$ 26,737,53 7,982,14 2,301,75 425,30 3,053,93 3,791,36 503,03 574,50 600,54 259,58 71,02 142,26 133,85 8575 39 22,414,92 4,322,60
GROSS REVENU Instr Adm Othe Clas Bend Bool Food Insu Utilit Spec Build Cons Auth Equi Othe	Indication of the control of the con	22,085 347,998 \$370,083 \$30,049,354 6,435,014 1,770,634 342,870 2,508,906 2,884,108 1,773,240 375,372 324,292 338,989 162,985 55,704 207,685 100,539 145,049 3,736,050 21,161,437	120,347 120,347 \$240,694 \$23,186,916 6,628,064 1,859,166 353,156 2,584,173 2,970,631 1,950,564 394,141 356,721 372,888 187,683 63,000 126,400 120,005 62,000 343 18,028,935	123,957 123,957 \$247,915 \$23,709,077 7,092,029 2,045,082 377,877 2,713,382 3,119,163 2,048,092 413,848 392,393 410,177 216,624 65,000 130,192 107,402 71,560 353 19,203,174	127,676 127,676 127,676 \$ 255,352 \$ 24,442,045 7,304,790 2,106,435 389,213 2,794,783 3,275,121 2,150,497 434,540 431,633 451,194 244,686 66,950 134,098 123,340 80,830 364 19,988,474	131,506 131,506 \$263,013 \$25,201,383 7,523,933 2,169,628 400,890 2,878,627 3,438,877 2,258,022 456,267 474,796 496,314 252,026 68,959 138,121 128,599 83255 375 20,768,688	135,452 135,452 \$270,903 \$25,934,006 7,749,651 2,234,717 412,916 2,964,986 3,610,821 2,370,923 479,080 522,276 545,945 259,587 71,027 142,264 133,852 85753 386 21,584,184	139,51: 139,51: \$ 279,030 \$ 26,737,53 7,982,14 2,301,75: 425,30 3,053,93: 3,791,36: 503,03: 574,50: 600,54

APPENDIX B: SCHOOL GOVERNANCE

Officers

Jacqueline Elliot, Ed.D.	President & Chief Executive Officer
Concepcion Rivas	Executive Director
Lisa Tovar	Chief Financial Officer
David Jackson	Chief Operations & Chief Legal Officer
Veronica Alonzo	Deputy Superintendent of Academics
Christopher Moggia, Ed.D.	Director of Curriculum & Assessments
Meredith McOlvin, Ed.D.	Director of Inclusion and Special Education

Board of Directors

Juana Maria Valdivia	Board Chair
Martin Nava	Vice Chair & Treasurer
Anthony Pizano	Trustee
Xavier Reyes	Trustee